After Action Reviews

at

J. M. Huber Corporation

Joan Beebe
Corporate Learning Technologies

About J. M. Huber Corporation

Founded in 1883

Privately Owned

3,000 Employees Worldwide

3 Major Business Units:

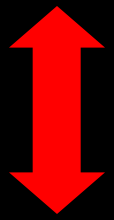
- Huber Engineered Materials
- Huber Engineered Wood
- Huber Energy

Principles:

- Customer Focus
- Excellence
- Respect for People
- Ethical Behavior
- Safety, Health & Environment
- Family Ownership
- Learning

Huber Learning Principle

Grow profitably, both personally and as a company, through the discovery and application of knowledge.



After Action Reviews

A learning technology that helps individuals and the organization improve future performance by identifying and applying lessons learned from the past.

Evolution of AARs at Huber

1997

- Concept introduced at Leadership Conference
- AAR trial: meeting process and form

1998

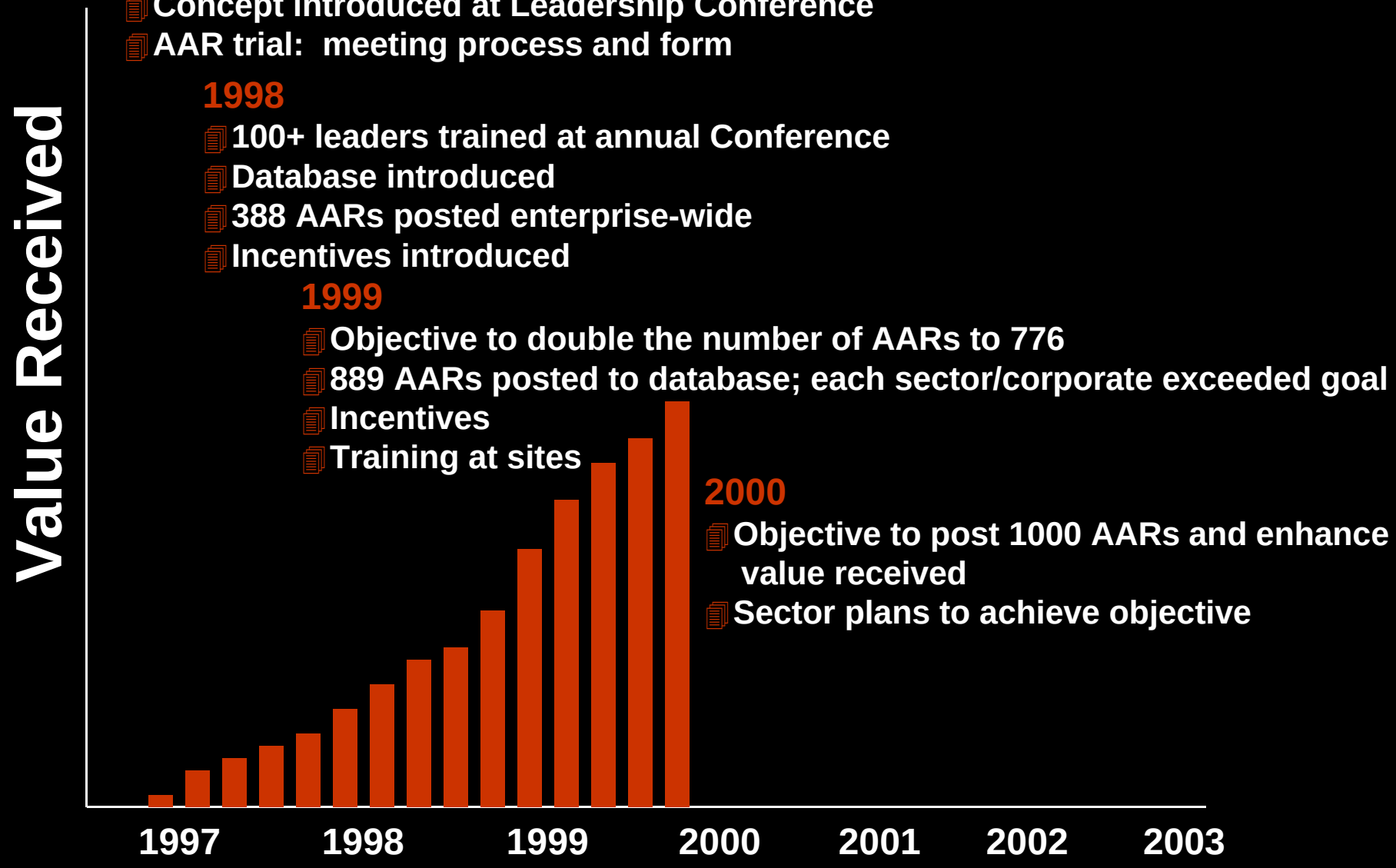
- 100+ leaders trained at annual Conference
- Database introduced
- 388 AARs posted enterprise-wide
- Incentives introduced

1999

- Objective to double the number of AARs to 776
- 889 AARs posted to database; each sector/corporate exceeded goal
- Incentives
- Training at sites

2000

- Objective to post 1000 AARs and enhance value received
- Sector plans to achieve objective



OUR OBJECTIVE:

Performance improvement

- Within teams
- Through knowledge sharing across teams

  - ⬆ Productivity
  - ⬆ Quality
  - ⬆ Customer satisfaction
  - ⬆ Cost Savings
  - ⬇ Time to market

The AAR Model

PLANNING

- **Share SMART objective**
- **Review relevant AARs**

SHARING LESSONS LEARNED

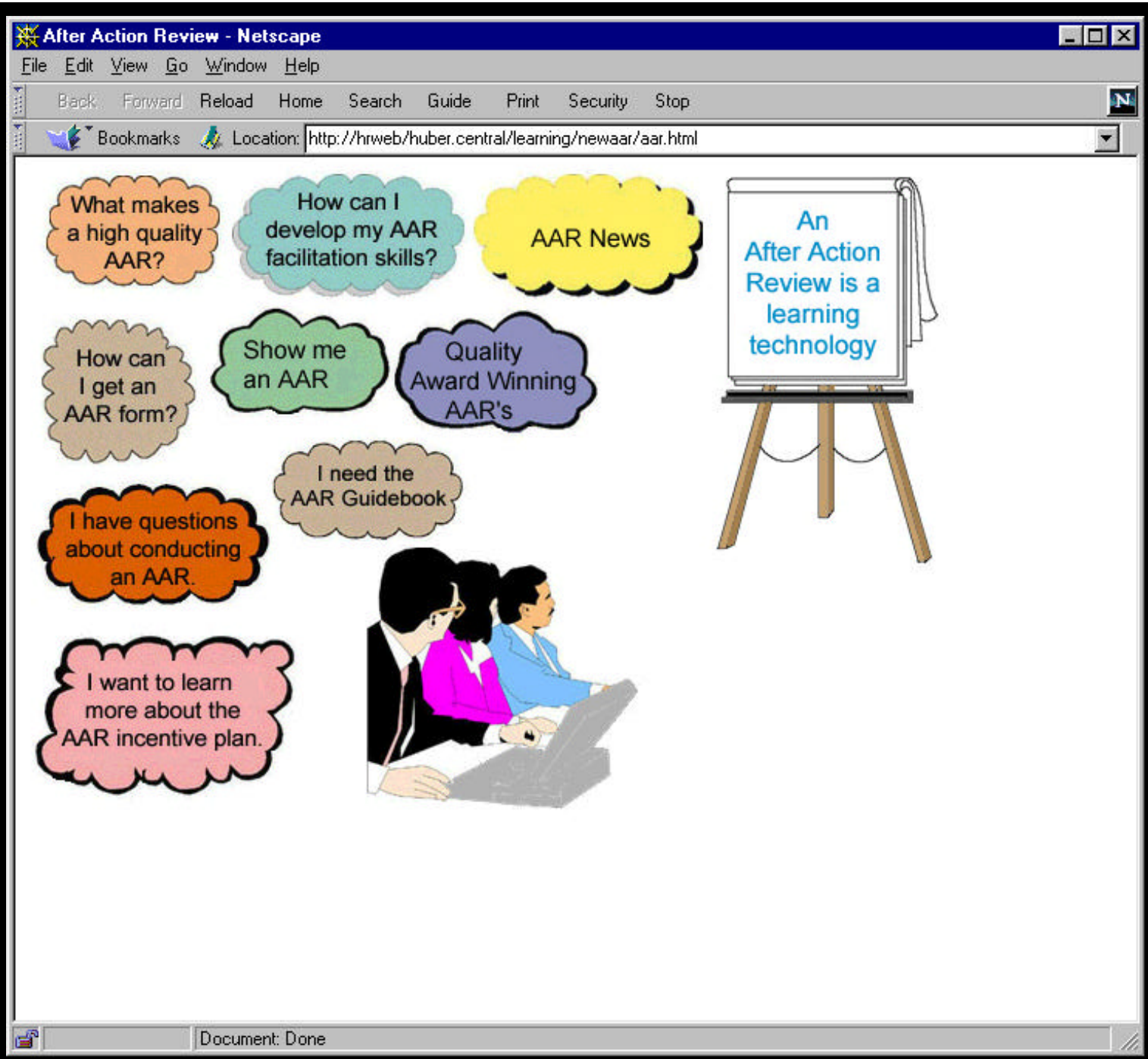
- **AAR form**
- **AAR database**
- **Other methods**

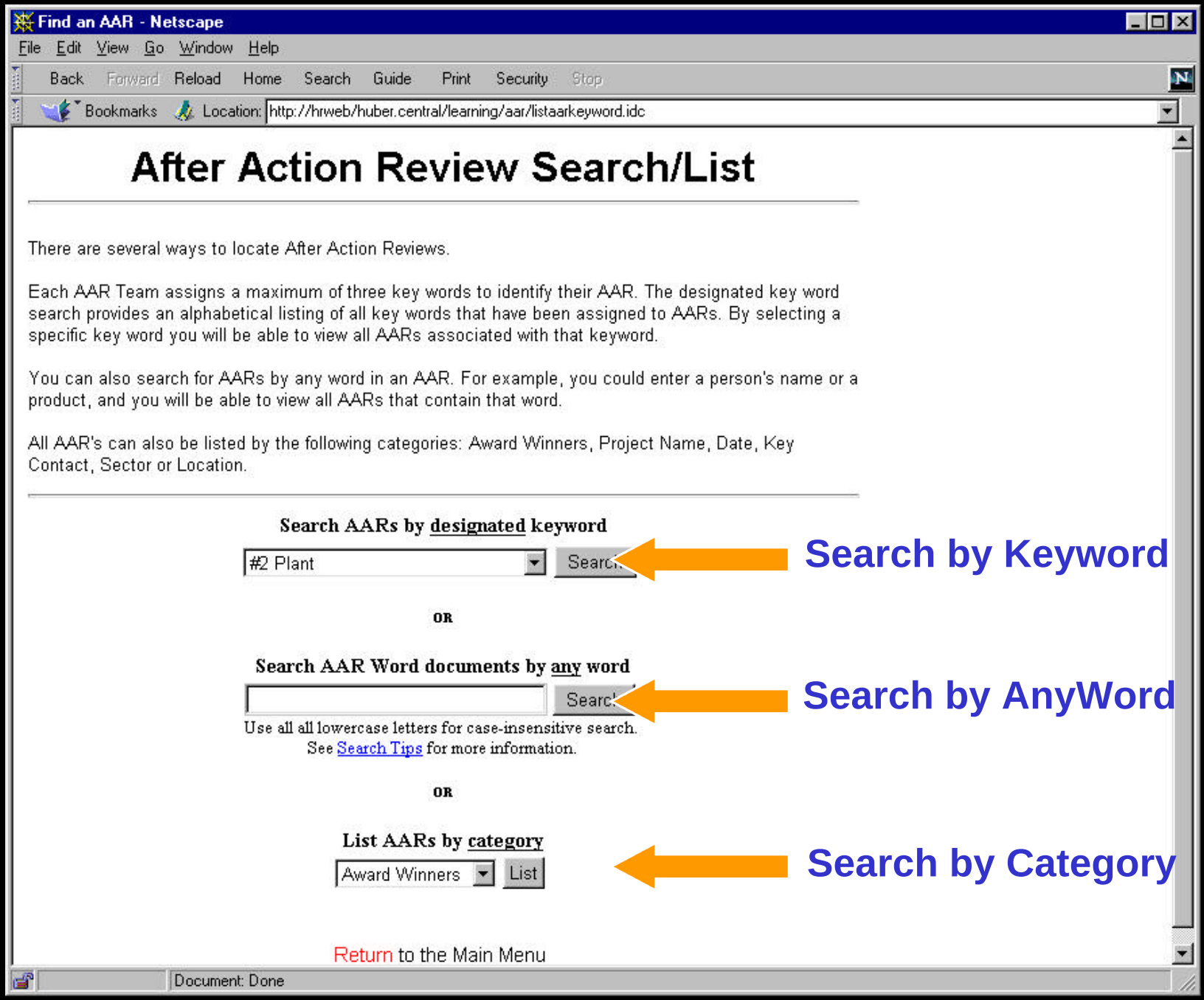
PERFORMING

- **Planned events**
- **Unplanned events**
- **Apply lessons learned**

IDENTIFYING LESSONS LEARNED

- **AAR Meeting**
  - **What happened?**
  - **Why did it happen?**
  - **What should we do about it?**


After Action Review - Netscape
File Edit View Go Window Help
Back Forward Reload Home Search Guide Print Security Stop
Bookmarks Location: http://hrweb/huber.central/learning/newaar/aar.html
What makes a high quality AAR?
How can I develop my AAR facilitation skills?
AAR News
An After Action Review is a learning technology
How can I get an AAR form?
Show me an AAR
Quality Award Winning AAR's
I need the AAR Guidebook
I have questions about conducting an AAR.
I want to learn more about the AAR incentive plan.
Document: Done


Find an AAR - Netscape
File Edit View Go Window Help
Back Forward Reload Home Search Guide Print Security Stop
Bookmarks Location: http://hrweb/huber.central/learning/aar/listaarkeyword.idc
After Action Review Search/List
There are several ways to locate After Action Reviews.
Each AAR Team assigns a maximum of three key words to identify their AAR. The designated key word search provides an alphabetical listing of all key words that have been assigned to AARs. By selecting a specific key word you will be able to view all AARs associated with that keyword.
You can also search for AARs by any word in an AAR. For example, you could enter a person's name or a product, and you will be able to view all AARs that contain that word.
All AAR's can also be listed by the following categories: Award Winners, Project Name, Date, Key Contact, Sector or Location.
Search AARs by designated keyword
#2 Plant
Search
Search by Keyword
OR
Search AAR Word documents by any word
Search
Search by AnyWord
Use all all lowercase letters for case-insensitive search.
See Search Tips for more information.
OR
List AARs by category
Award Winners
List
Search by Category
Return to the Main Menu
Document: Done

What's happening?

Enhanced Team Performance

- Solutions found during AARs
- Communication within teams
- Communication with vendors and clients
- Up-front agreement on objectives
- Expectation of review

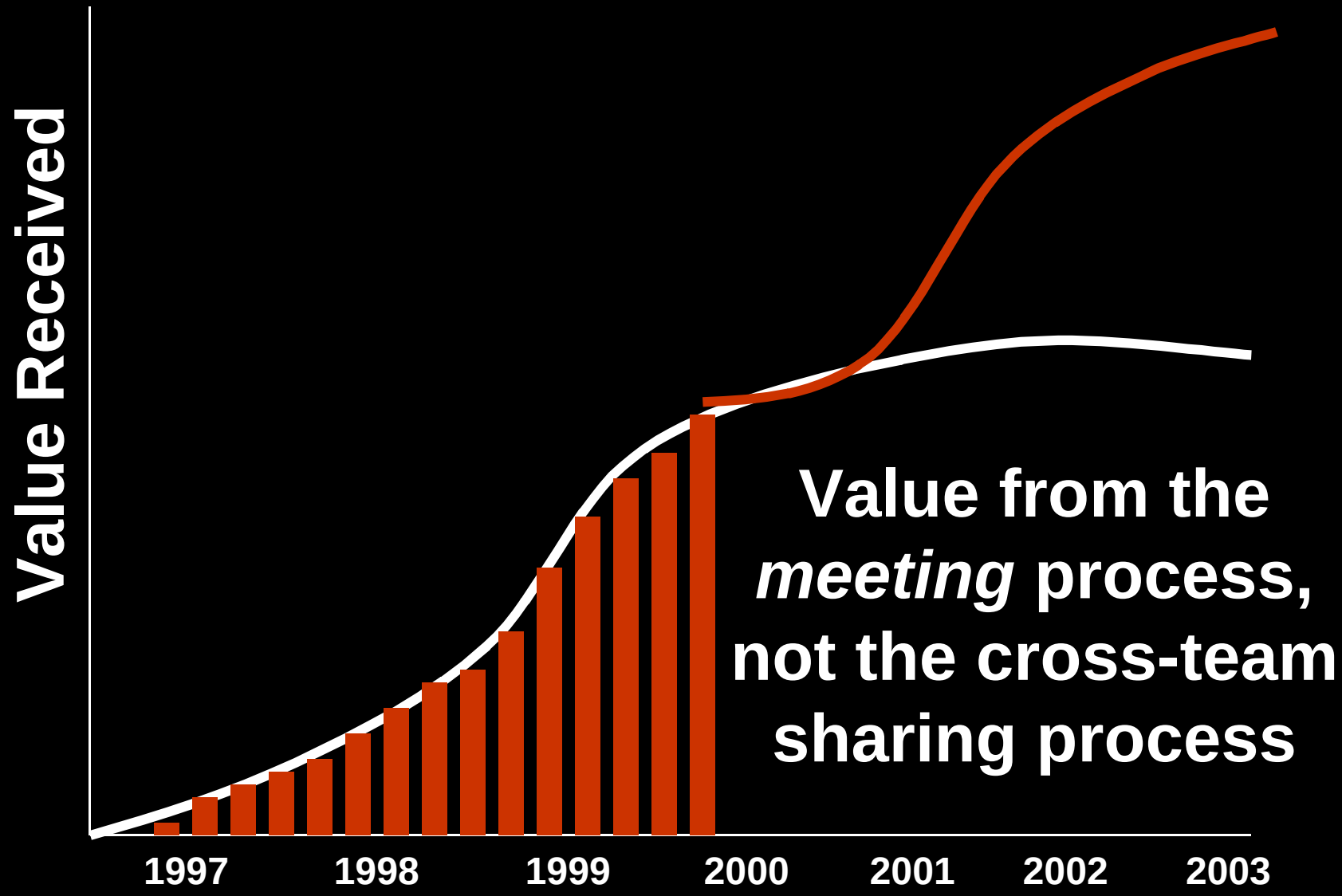
Culture Change

- Continuous inquiry: What did we learn?
- Okay to admit mistakes
- Empowerment

Skill Development

- Meeting management
- Facilitation
- Problem solving
- Critical thinking
- Total quality tools
- Active listening

What's happening?



Why is this happening?

+ Leadership support
+ Integration into (some) work processes
+ Internal marketing (training, incentives and communication)
- Passive approach to sharing

What should we do about it?

- Integrate further into work processes by doing and using AARs
- Reduce time required for AARs
- Address skill deficit (facilitation and documentation)
- Enhance database
- Develop proactive sharing strategies
- Create measurements
- Continue incentives

?? Questions ??